

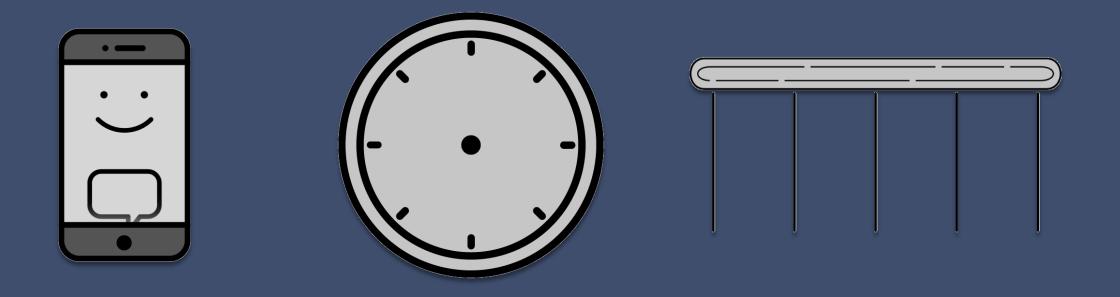
Nuka System of Care Overview

Karen McIntire, VP of Workforce Melissa Merrick, EVP of Primary Care



Alaska Native People Shaping Health Care

Housekeeping



Learning Circles (LCs)

- Definition of a Learning Circle
- Why are Learning Circles important?
- Why do we use Learning Circles at SCF?
- Definition of a check-in

Check In

In your Learning Circles:

- Introduce yourself
- Your role
- How you're showing up here today:
 - A prisoner
 - An explorer
 - A vacationer
 - A sophisticate

Objectives



Discuss the SCF Nuka System of Care Transformation



Discuss SCF practices in a community-driven health care system



Examine the effects of health outcomes and design aspects of a customer-owner health care delivery system



Define SCF's successes and challenges on instituting change

Why listen to our story



Where We Started



Indian Self Determination & Education Assistance Act of 1975

Prolonged federal domination of Indian Health Service programs has served to retard rather than enhance progress of Indian people and their communities.

"From the time of European occupation and colonization through the 20th century, policies and practices of the United States caused and/or contributed to the severe health conditions of Indians."



Government Recognition



If the people receiving the health service are involved in the decision-making processes, better yet, if they own their own health care – programs and services have a potential for enhancement and the people and their health statistics will improve.

Alaska Native people chose to assume responsibility



Roy M. Huhndorf Served since 1995



Lisa Wade Served since 2021

> Karen Caindec Served since 2004

Tom Huhndorf

Served since 2019

Dr. Jessie Marrs Served since 2022

Charles Akers Served since 2009

Southcentral Foundation Board of Directors

Dr. Terry Simpson Served since 2003

Sandra Haldane Served since 2022

Served si

R. Greg Encelewski Served since 2022

Customer-Ownership

Vision

A Native Community that enjoys physical, mental, emotional and spiritual wellness

Mission

Working together with the Native Community to achieve wellness through health and related services



Shared Responsibility

Ensure systems and services that are respectful and culturally appropriate • Achieve excellence in customer-owner satisfaction • Increase community awareness of SCF's services and programs

Commitment to Quality

Improve work environments and employee development systems with an emphasis on Alaska Native employees • Ensure continuous improvements of systems and processes • Increase the number of Alaskan Native employees in all job categories

Family Wellness

Reduce the rate of domestic violence, child abuse and neglect • Reduce the rate of and improve the management of cancer • Reduce the incidence of suicide • Reduce the rate of obesity • Reduce the rate of substance abuse • Reduce the rate of and improve the management of diabetes • Improve oral health • Reduce the rate of and improve the management of cardiovascular disease

Operational Excellence

Improve the management of expenses • Improve utilization of information technology and data support systems and services • Improve SCF systems for third party revenue generation and collection

Operational Principles

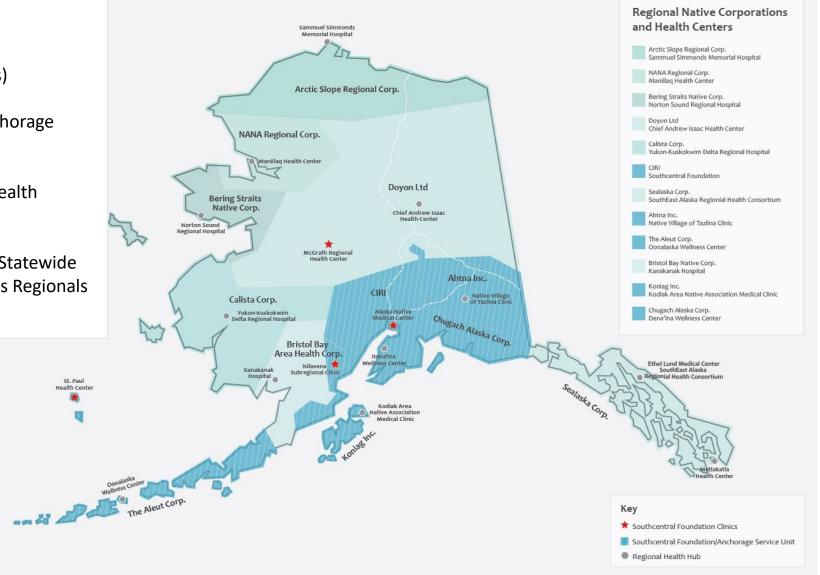
- Relationships between customer-owners, family and provider must be fostered and supported
- Emphasis on wellness of the whole person, family and community (physical, mental, emotional and spiritual wellness)
- Locations convenient for customer-owners with minimal stops to get all their needs addressed
- Access optimized and waiting times limited
- Together with the customer-owner as an active partner
- Intentional whole-system design to maximize coordination and minimize duplication
- Outcome and process measures continuously evaluated and improved
- Not complicated but simple and easy to use
- Services financially sustainable and viable
- Hub of the system is the family
 - Interests of customer-owners drive the system to determine what we do and how we do it
- Population-Based system and services
- Services and systems build on the strengths of Alaska Native cultures

Core Concepts

Work together in relationship to learn and grow W Encourage understanding Ε Listen with an open mind Laugh and enjoy humor throughout the day N Notice the dignity and value of ourselves and others Ε Engage others with compassion S Share our stories and our hearts Strive to honor and respect ourselves and others S

Facts

- 229 Federally Recognized Tribes (Villages)
- Over 60 Villages in the Southcentral/Anchorage Service Unit
- Alaska Native Health Board: Statewide health advocate voice
- Alaska Native Tribal Health Consortium: Statewide specialty and tertiary health care services Regionals seated on board as governance



ALASKA NATIVE HEALTH SYSTEM

INDIAN HEALTH SERVICE

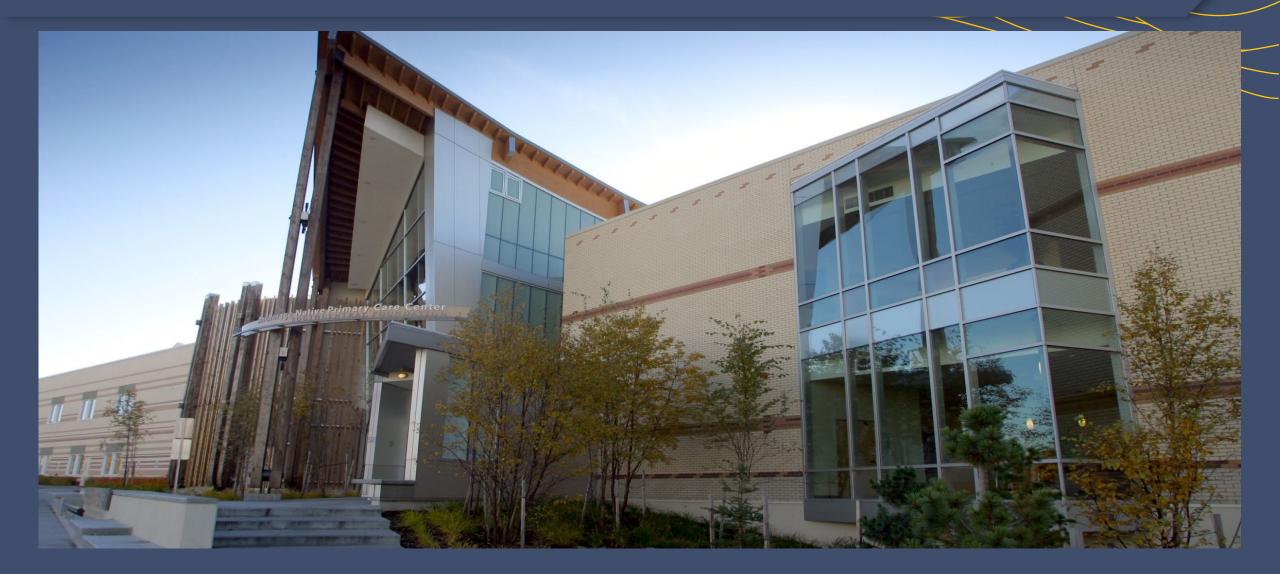
Advocacy **ALASKA NATIVE** ASNA TCC HEALTH BOARD (Advocacy & Coordination) Cooperative MANIILAQ CRNA Agreement ALASKA NATIVE TRIBAL SOUTHCENTRAL UNAFFILIATED NSHC HEALTH CONSORTIUM FOUNDATION TRIBES (Statewide Services) (Anchorage Services) KANA YKHC APIA SEARHC ALASKA NATIVE MEDICAL CENTER EAT BBAHC METLAKATLA CHUGACHMIUT SOUTHCENTRAL FOUNDATION **Regional and Local Health Providers TRIBAL GOVERNMENTS**

We Asked the Customer-Owner We Asked the Employees

People said...unfriendly staff, long waits, no customer input, inconsistent treatment, desired their own primary care provider, cleaner and better facilities



People said...Cleaner and Better Facilities



People said...Access to Own Provider and Culturally Appropriate Care



Check In: Culturally-Appropriate Care

In your Learning Circle, discuss what culturally-appropriate care looks like at these steps of an appointment:

- Scheduling
- Checking in
- With the provider
- Treatment
- Follow up

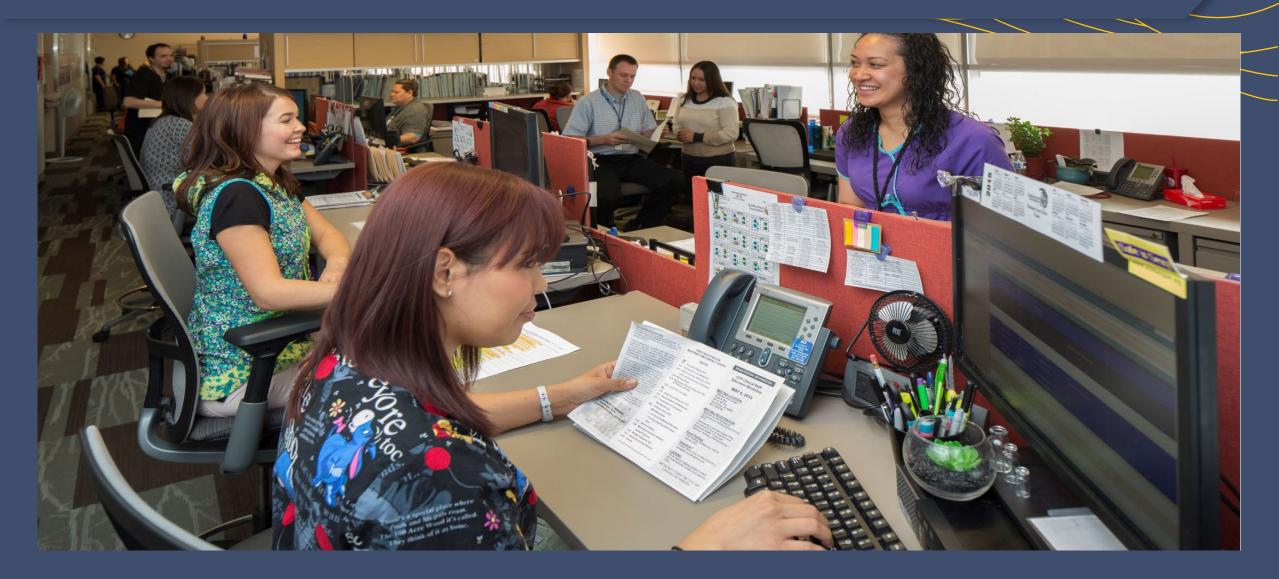
We Changed Everything

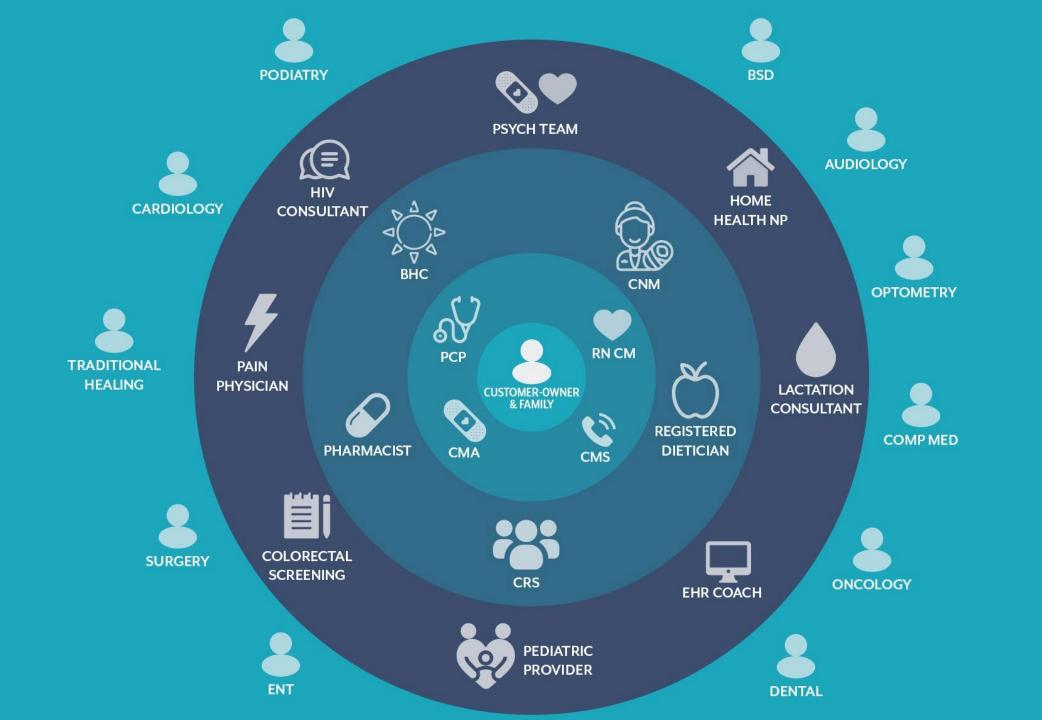


We Developed the Nuka System of Care

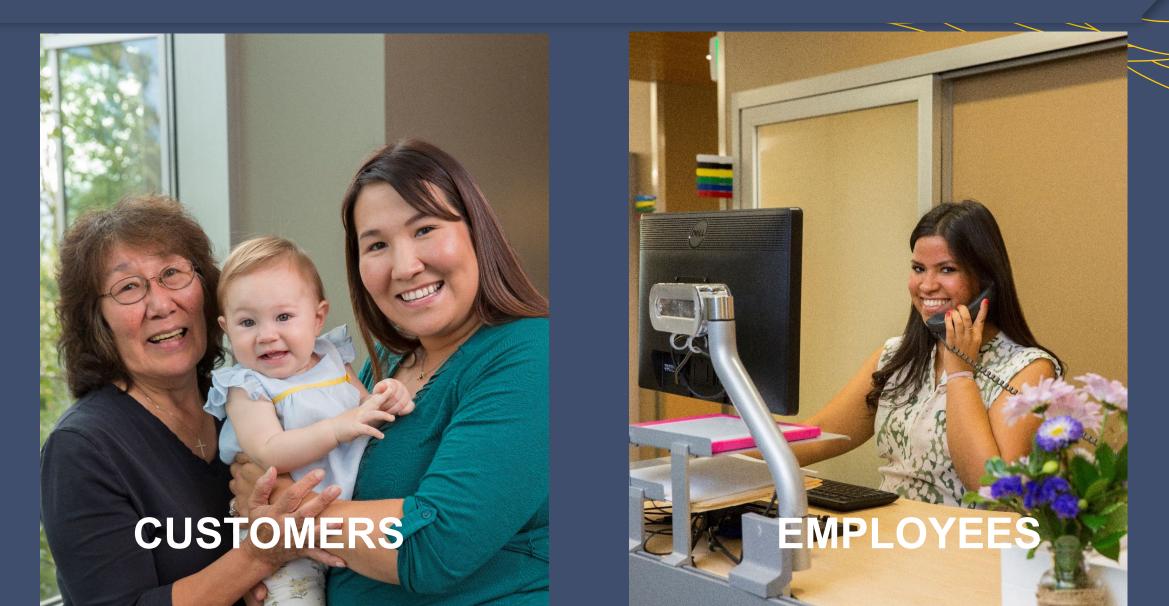
- Customer-owner
- Relationships
- Community based Elders, Veterans, Family Wellness Warriors
- Access to own provider, culturally appropriate care
- Integrated primary care teams includes Behavioral Health Consultants
- Behavioral Health redesign includes learning circles
- Improved facilities

Integrated Care Teams

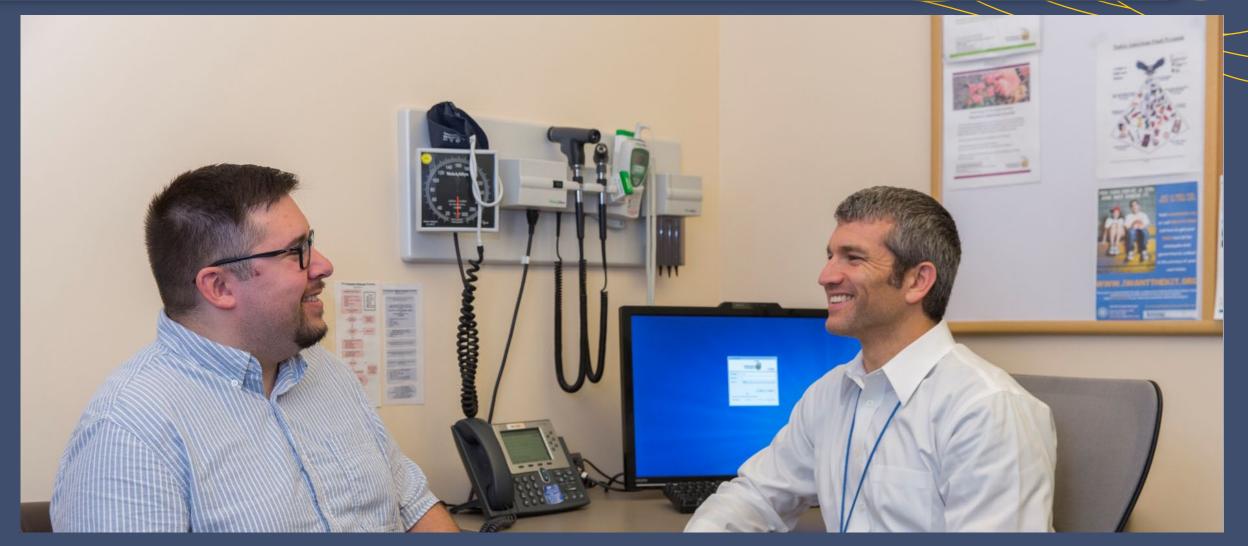




Using the Voice of the Customer to Drive Improvement



Providers and Customer-Owners in Shared Responsibility



Key Improvement

Customer-Owner changes

- We are active
- We are responsible
- We seek information
- We ask questions
- We seek advice and options
- We become a partner with the provider

Key Improvement

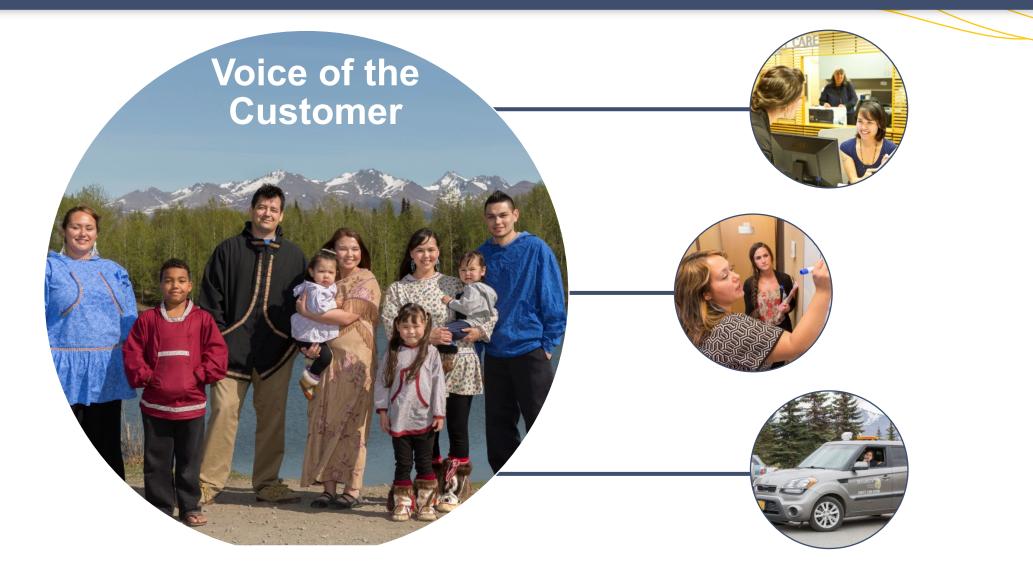
Health care provider changes

- No longer gives orders
- No longer just prescribes meds
- No longer our hero
- No longer controls
- Provides customer-owners options
- Provides customer-owners with resources
- Provider becomes our partner

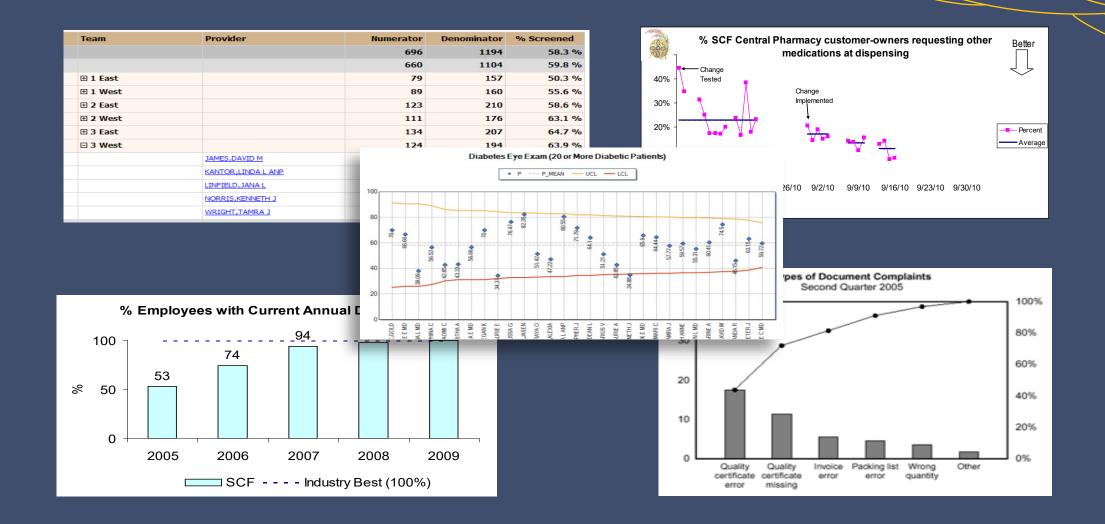
Alignment with Vision & Mission



Voice of the Customer



Data and Information Management



Workforce Development

Four Workforce Competencies

Customer Care and Relationships Communications and Teamwork

Improvement and Innovation Workforce Development Skills and Abilities

Leadership Development & Succession Planning System

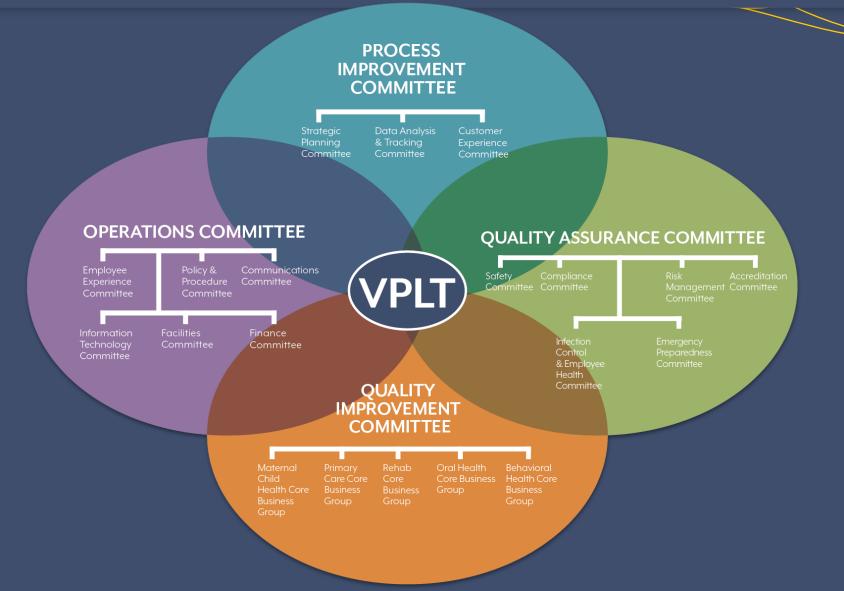
Leadership Orientation and Onboarding

Foundations of Leadership Theories and Practices

Advanced Leadership Excellence and Development

The Journey Continues

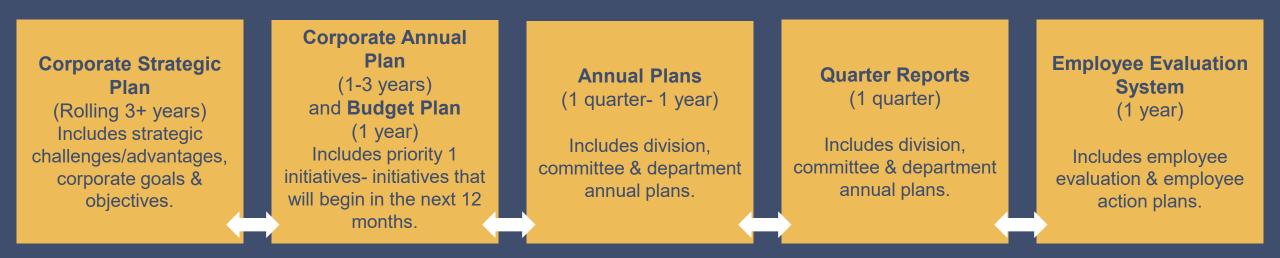
Functional Committee Structure



SCF Links EVERYTHING TOGETHER

Planning Linkages

The Corporate Strategic Plan is linked and communicated all the way through the organization, through division, committee, and department, and annual plan and the employee evaluation system.



Check In: Continued Community Input

Individually, brainstorm ways your health care organization is already collecting community input.

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In your Learning Circle, share what ideas you came up with and what is working about these ways to collect community input.

Check In: Continued Community Input

Individually, brainstorm ways your health care organization is already collecting community input.

In your Learning Circle, share what ideas you came up with and what is working about these ways to collect community input.

In your Learning Circle, brainstorm what your health care organization can do to improve the ways you collect community input.

We Continue to Ask the Community

- Governing Board
- Advisory committees
- Elder Council
- Annual gatherings
- 24-hour hotline
- Personal interactions
- Customer-owners
- Satisfaction surveys and comment cards

- Employee survey
- Employee interactions (more than 55% are customer-owners)

Voice of the Customer



1993 Domestic Violence Child Abuse Child Neglect Behavioral Health Addictions 2018 Alcohol, Drug, and Tobacco Oral Health Behavioral Health Food, Nutrition, and Obesity Cardiovascular Health and Heart Disease



CELEBRATE!

Questions?

BREAK

Southcentral Foundation





Improvement and Innovation

Karen McIntire, VP of Workforce Melissa Merrick, EVP of Primary Care

Southcentral Foundation

Alaska Native People Shaping Health Care

Objectives



Compare various approaches to improvement and innovation with SCF's approach



Describe the organizational structure for improvement as part of SCF's Nuka System of Care



Examine SCF's READI Model for Improvement

Check-In

Let us know what questions you want addressed during this session.

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Foundations

Vision

A Native Community that enjoys physical mental, emotional and spiritual wellness

Core Concepts

E Encourage understanding

Listen with an open mind

E Engage others with compassion

S Share our stories and our hearts

W Work together in relationship to learn and grow

L Laugh and enjoy humor throughout the day

Notice the dignity and value of ourselves and others

S Strive to honor and respect ourselves and others



Mission Working together with the Native Community to achieve wellness through health and related services

Goals

Operational Principles

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Improve the management of expenses - Improve utilization of information technology and data support systems and services - Improve SCF systems for third party revenue generation and collection

Commitment to Quality

Improve work environments and employ

ems and pro

Workforce Competencies

Customer Care and **Relationships**

Communications and **Teamwork**

Improvement and Innovation

Workforce **Development Skills** and Abilities

Check In: What is the Leader's Role in Transformation?

Individually, think about the steps in the improvement process.

In your Learning Circle, share your opinions:

- What is the most important step of the improvement process?
- What step do you like the most/feel the most comfortable in?





Reach Understanding

A brief, but crucial phase that helps identify and define improvement initiatives

Phase 1: Reach Understanding

Integrate Solutions and **Evaluate Results**

Phase 5:

READI Phase 3: Phase 4: Gaps/Possibilities Develop and Implement Action Plan

Assessment of

Phase 2: **Establish**

Relationships

Establish Relationships

Used to identify and build relationships with the work teamthe goal is to establish and reinforce the groundwork to move forward in improvement initiatives

Phase 1: Reach Understanding Phase 2: **Establish** Relationships Phase 5: Integrate READI Solutions and Evaluate Results Phase 3: Assessment of Phase 4: Gaps/Possibilities Develop and Implement Action Plan

Assessment of Gaps/ Possibilities

Used to identify gaps between current and future states, while considering what is working well.

Phase 1: Reach Understanding Phase 2: **Establish** Relationships Phase 5: Integrate READI Solutions and Evaluate Results Phase 3: Assessment of Phase 4: Gaps/Possibilities Develop and Implement Action Plan

Develop and Implement and Action Plan

Used to assist stakeholders and work teams to identify, test, implement, and evaluate ideas in cycles of change that result in improvement Phase 1: Reach Understanding

READI

Phase 4:

Develop and Implement Action Plan Phase 2: Establish Relationships

Phase 5: Integrate Solutions and Evaluate Results

> **Phase 3: Assessment** of Gaps/Possibilities

Integrate Solutions and Evaluate Results

Used to see the project to conclusion by integrating solutions and handoff by working with partners to evaluate results and sustain improvements

Check In: What is the Leader's Role in Transformation?

Individually, think about which step in the process you can work on and improve.

What changes can you make, or action can you take to be better in this step of the improvement process?

Discussion: What is the Leader's Role in Transformation?



In the room, move to the "step" you're going to focus on improving.

Stand with like-minded people and discuss your ideas for making changes and taking action.





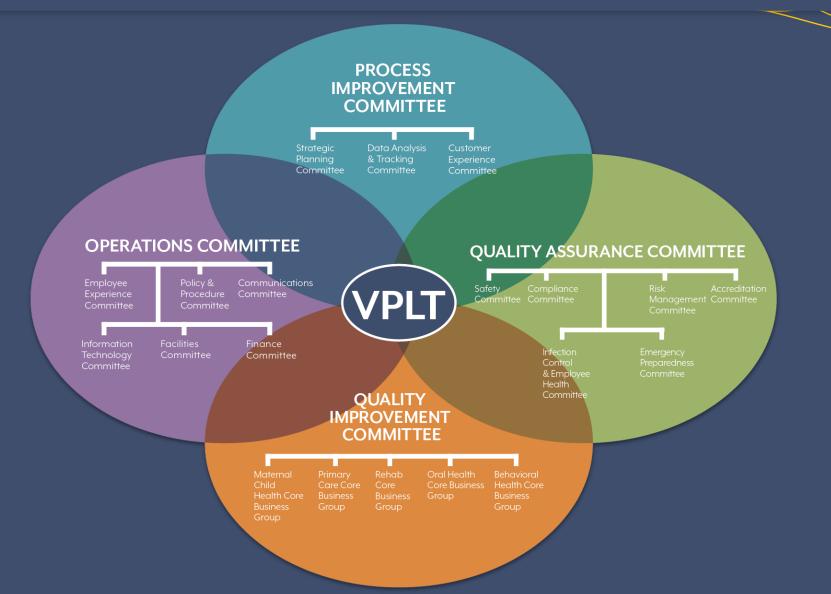
SCF Best Practices: "Voice" Drives Improvement

- Voice of the Customer
 - Ongoing satisfaction survey, community needs assessment, focus groups
 - Email to President/CEO
 - Community events and advisory groups
- Voice of the Employee
 - Annual satisfaction survey, leadership development sessions
 - 55% of workforce are customer-owners
- Voice of the Process
 - 'Go see' the process, talk with the people, Data Mall

Operational Principles

- Relationships between customer-owners, family and provider must be fostered and supported
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SCF Best Practices: Functional Committee Structure



SCF Best Practices: Culture of Improvement

- Job description
- Performance management
- Strategic planning process
- Functional committee structure
- New Hire orientation
- Annual reorientation
- Targeted trainings

SCF Best Practices: Seamless Braid



SCF Best Practices: Seamless Braid

Relational





LUNCH

Southcentral Foundation

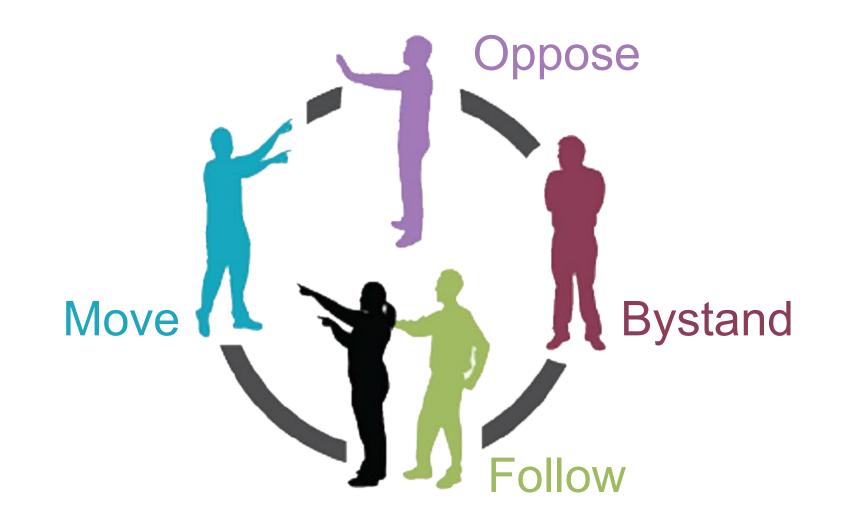


Welcome Back

Southcentral Foundation



Energizer: Kantor's Four Player Model



We should move forward with this idea! l agree! How can I help?

We should consider an alternative approach.

l've noticed we keep coming back to a central idea.

Energizer: Kantor's Four Player Model

Which role are you most comfortable in?

Move Oppose





Energizer: Kantor's Four Player Model

Which role are you least comfortable in?

 Move
 Oppose

 The Room







Managing Resistance and Sustaining Change

Karen McIntire, VP of Workforce Melissa Merrick, EVP of Primary Care

> Southcentral Foundation

Alaska Native People Shaping Health Care

A leader's role is to remove barriers and support change across the organization...

> ...the prospect of change brings up resistance.





Address the three levels of resistance



Describe how SCF manages and sustains change



Describe strategies used to build resiliency in the workforce

Creative Tension

Vision (future state)



Current reality (current state)

Discussion: Resistance

In your Learning Circle, discuss:

- Why do people resist?
- What does resistance look like? ← What do people say?
 What do people do? How do people behave?

Things people say that reflect resistance:

- Nothing, silence is golden
- "I can't worry about that now.
 I need to get X done"
- "It will never happen"
- "It's not my fault"
- "What about these issues?"
- "Whatever..."

- "It won't work"
- "I liked it better when..."
- "I need more information"
- "I'm concerned about my workload"
- It won't happen again"



Things people do that reflect resistance:

- Be preoccupied with keeping things the same
- Have trouble staying focused
- Become overwhelmed easily
- Cry
- Agree Quickly

- Appear unconcerned
- Act like nothing is happening
- Express frustration and/or oppose
- Blame
- Counter Attack
- Ask a lot of questions



Why Do People Resist?

Three Levels of Resistance

Level 3: I Don't Like You



Possible Root Causes

- Lack of trust or confidence in leadership
- Historical experience of me/you/us as Individual leaders that makes others wary
- Perception of what me/you/us represent personally

Why Do People Resist?

Three Levels of Resistance

Level 3:

I Don't Like You

Level 2: I Don't Like It

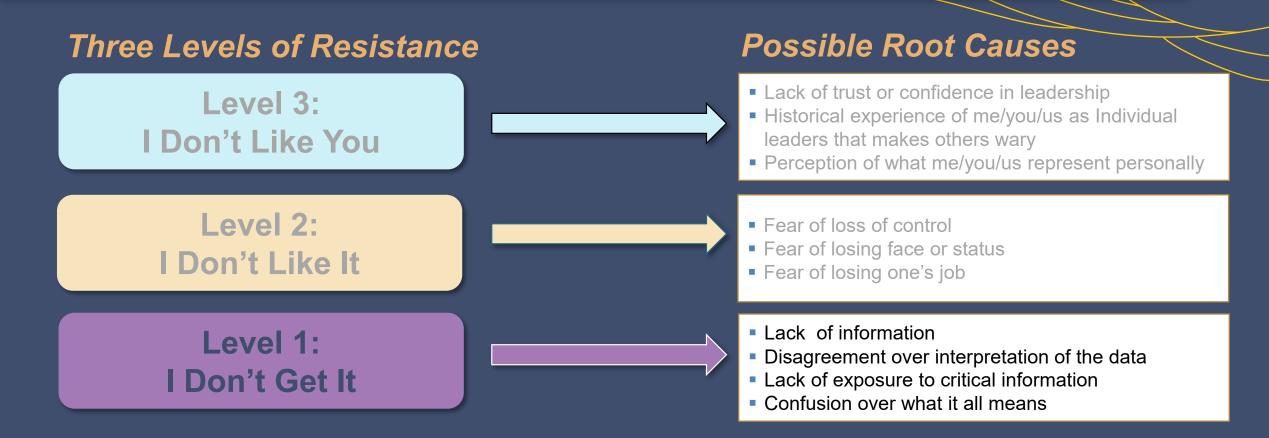


- Lack of trust or confidence in leadership
- Historical experience of me/you/us as Individual leaders that makes others wary
- Perception of what me/you/us represent personally

Fear of loss of control

- Fear of losing face or status
- Fear of losing one's job

Why Do People Resist?



Resistance is a healthy and expected response to change.

Resistance reminds us as leaders that we need to slow down and pay attention.

The Goal is to Enable Individuals to Shift from a Place of Resistance to a Place of Support

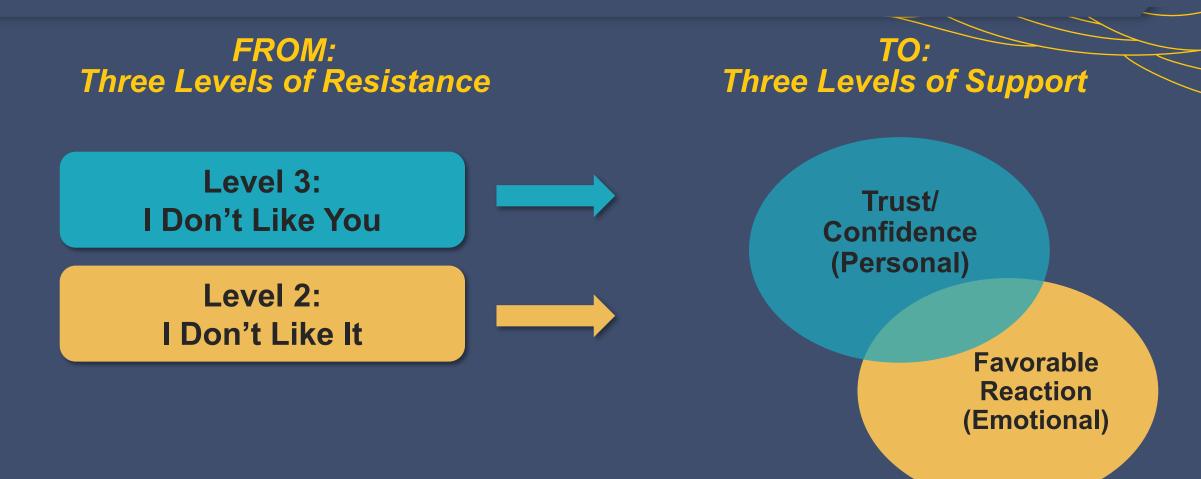
FROM: Three Levels of Resistance

TO: Three Levels of Support

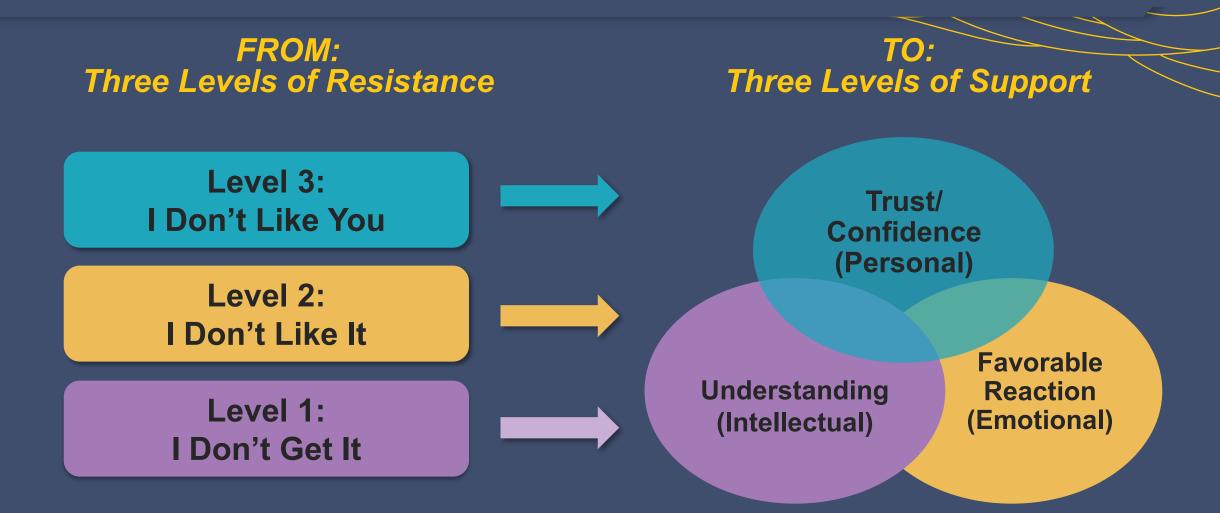
Level 3: I Don't Like You

Trust/ Confidence (Personal)

The Goal is to Enable Individuals to Shift from a Place of Resistance to a Place of Support



The Goal is to Enable Individuals to Shift from a Place of Resistance to a Place of Support



Check In: What can we do about resistance?

In your Learning Circle, come up with ways to address each level of resistance:

Level 3: I Don't Like You

Level 2: I Don't Like It

Level 1: I Don't Get It

Which level is most challenging for you to address?

Level 3 Resistance: What Can We Do?



relationships

- Take responsibility for things that may have led to tense relationships
- Keep Commitments demonstrate trustworthiness
- Find ways to spend time together
- Allow yourself to be influenced by the people who resist you

Level 2 Resistance: What Can We Do?



Level 2 Resistance: Remove as much fear as you can – increase excitement for the positive

- Emphasize "what's in it for them"
- Engage people in the process
- Emphasize "we are in this together"
- Be honest

Level 1 Resistance: What Can We Do?

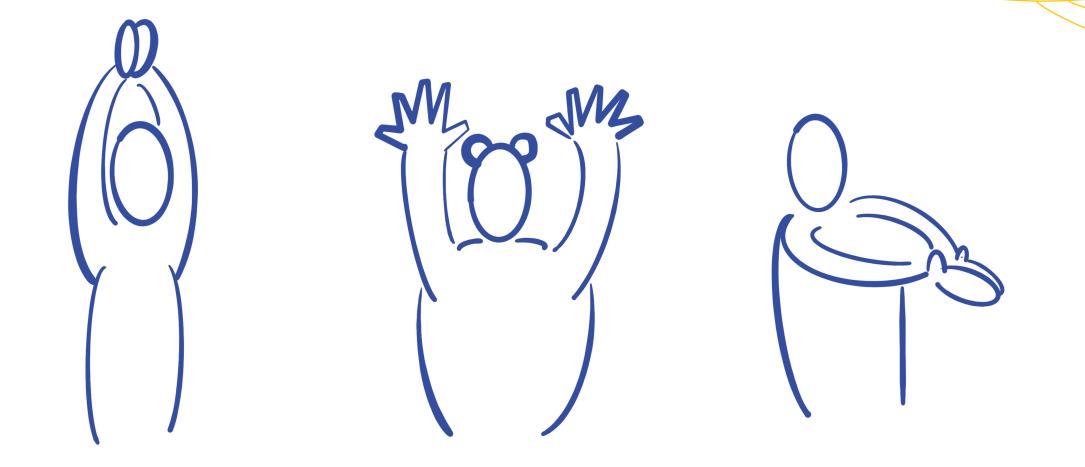
Enabling Others to "Make the Shift"



Level 1 Resistance: "Make your case"

- Ensure people know the "why" of the change before the "how"
- Present what you would like them to change using understandable language
- Find multiple ways to make your case

Energizer: Salmon, Bear, Mosquito





Change Doesn't Happen Overnight

Change is inevitable

- Change management
- Individuals moving through change
- Teams moving through change

What gets in the way of change?

- Levels of Resistance
- Impatience can't live in the tension
- Change fatigue
- Competing priorities
- Levels communication
- Silos

Point of View or Perspective

Aspiration (vision)

- Hope
- Positive
- Want or Desire
- Fundamental Change
- Create

Desperation

- Fear or Worry
- Negative
- Prevent from happening
- Incremental Change

React

Self-Sabotage

Focusing on what you want to avoid or make go away

Focusing on the process of how to get what you want (focus on the tension) versus the result

Not being aware of time delay

Compassion Fatigue

- The physical, emotional, and spiritual depletion associated with caring for patients in significant emotional and physical distress
- A unique form of burnout that affects individuals in caregiver roles

Compassion Satisfaction

- The physical, emotional, and spiritual depletion associated with caring for patients in significant emotional and physical distress
- A unique form of burnout that affects individuals in caregiver roles



Infrastructure

Large Scale Change

Supporting Staff

Responding to Disruption

Check In: Disruptions

In your Learning Circle, discuss what disruptions you have experienced or may experience in your system other than COVID-19.

Without focusing on the COVID-19 Pandemic, what symptoms of disruption show up in your system?

Emphasis on Relationships

- Organizational emphasis on genuine connection starts with Onboarding new employees
- Mandatory Core Concepts training for all employees
- Changes the level of approachability between each other
- Our trainings teach employees about "story"
- Importance of story
- Also teach how to listen and respond differently
- In turn, we share this approach with customers through Learning Circles



Enhanced Relationship Leads to Increased Health and Wellness

Building Relationship

Establishing a safe, trusting and collaborative relationship core to healing in all aspects – physical, mental, spiritual, social and emotional

It starts with teaching relationship and communication skills to employees, and establishes awareness of how relationship is key to wellness

A new relationship with each other at work

- Internal customer owners
- Hiring based on the value of relationships
- Career ladders support growth when people fit with culture
- Practice how to work together through relationships
- Real, human, caring relationships between employees and supervisors
- Employee's wellness = community wellness

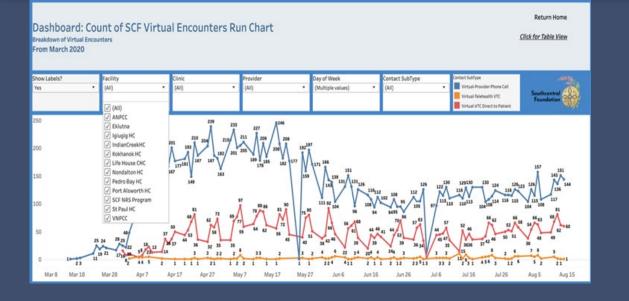
Corporate Response

- SCF Leadership Chats
- Constantly updating policies and procedures to reflect change and innovation
- Anchorage Native News
- Core Concepts "refreshers and introductions" delivered via microlearnings
- New and improved Employee Wellness Committee
- All trainings and onboardings delivered via virtually
- Support for telecommuting working
- Providing managers support for crucial conversation

Flexible Infrastructure

- Collaborative planning/communication
- Telecommuting
- Employees impacted by school age children
- Extra Shift Crisis pay
- Team effort (multiple clinical and nonclinical staff coming together to deploy vaccine clinic)

Information to Knowledge



SCF Team Dashboard									
Data as of: 9/19/2020 Link to Historical Scores									
PROVIDER: Hartman, Daniel MD	Customers in Panel: 973			HEDIS Percentile Benchmarks					
HEDIS Measure Name	Provider Score			Below 50th %	50th %	Data Mall Goal	90th % or above	Measure Denominator	SCF Score
Screening - Breast Cancer	67.6			< 59.02	59.02	65.51	70.29	74	61.6
Screening - Cervical Cancer	67.1			< 60.10	60.10	65.96	70.56	140	68.6
Screening - Colorectal Cancer	72.1			< 63.34	63.34	70.21	74.70	219	69.1
Condition Management - Diabetes Annual HbA1c	91.3			< 87.83	87.83	90.48	92.70	46	88.1
Condition Management - Pediatric Diabetes Annual	r			< 87.83	87.83	90.48	92.70	0	83.8
Condition Management - Diabetes Poor Control	19.6			> 38.08	38.08	33.09	29.68	46	26.4
Condition Management - Diabetes LDL < 100 mg/dL	43.5			< 33.94	33.94	40.39	45.59	46	48.1
Condition Management - Controlling Hypertension	67.3			< 58.64	58.64	65.78	71.04	168	60.2
Condition Management - CVD LDL Screening	76.5			< 81.45	81.45	84.91	87.84	17	76.4
Condition Management - CVD Control < 100 mg/dL	64.7			< 41.36	41.36	47.50	53.04	17	53.5
Adolescent Immunization	100			< 79.81	79.81	85.64	88.08	6	73.7
Non-HEDIS Measure Name	Provider Score	SCF Goal	Measu	re SCF Score					
Screening - SBIRT	69.5	75	154	67.90					
Screening - Depression	77.3	75	154	74.40]		
Screening - ASQ Less Than 1 yr	100	75	6	85.10			-		
Screening - ASQ Less Than 2 yr	100	75	4	79.60					
Screening - ASQ Less Than 3 yr	50	75	8	71.50					
Screening - Pediatric BMI	95.2	82.63	62	85.00					

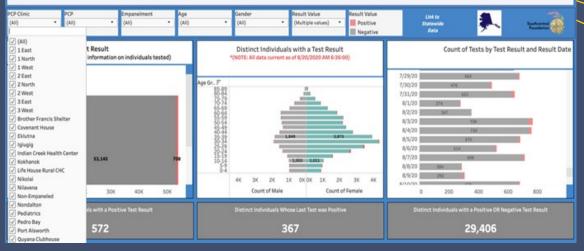
85.7

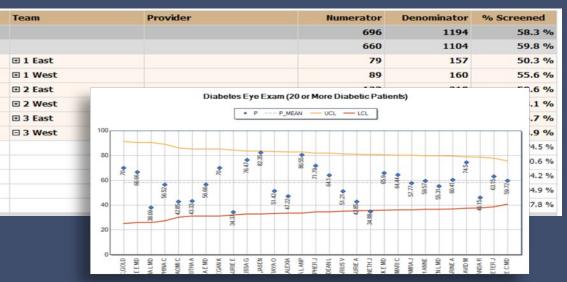
69.77

Prevention - CDC Immunization Combo 2

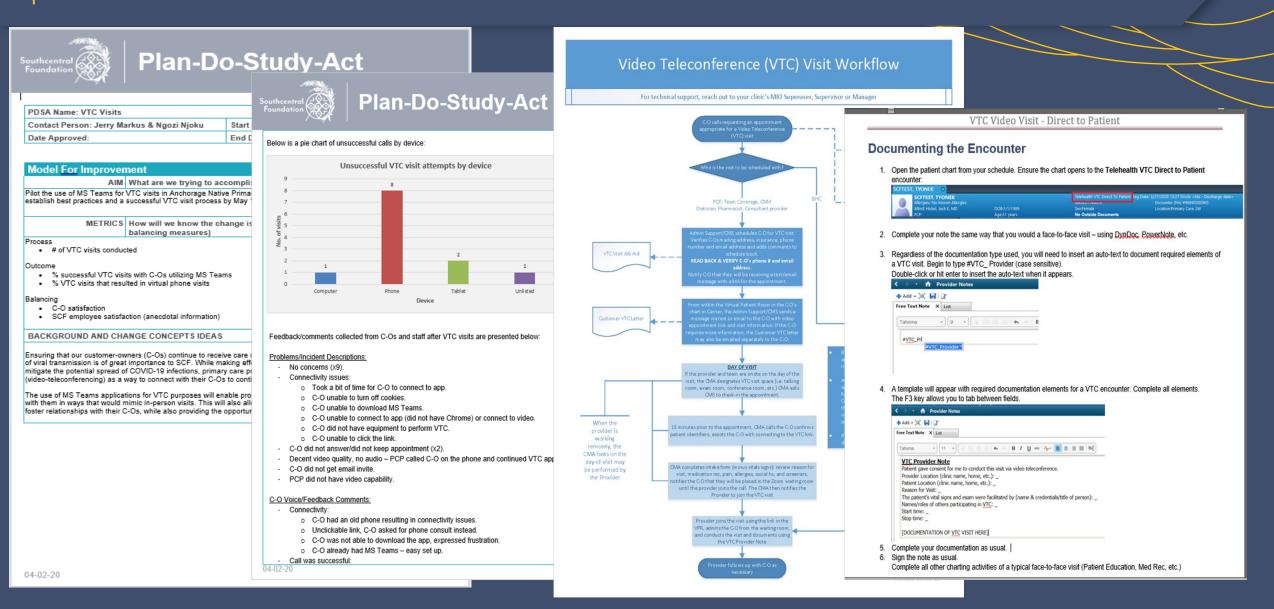
Operations - Provider/Patient Match Rate

Breakdown of COVID-19 Testing at SCF Clinical Locations: Includes Empaneled and Non-Empaneled Customers*





PDSA, Workflows, and Job Aides



Resources

COVID-19

Document Library Back to MySCF Work progress tracker

Medium Impact 🕁 Not following

Vaccine Updates

Updates about COVID-19 vaccine

Vaccine Updates

COVID-19

Ω

COVID

distribution at Southcentral Foundation.

Click Here to Schedule your COVID-19 Vaccine

Verification of COVID-19 Vaccine

To assist in COVID-19 vaccine verification for travel and other nee SCF employees may access their electronic employee health record on MyCority

You can also access MyCority from the SCF Intranet homepage. In the filter menu on the upper left, enter All Tools. Contact SCF Employee Health at scfemployeehealth@scf.cc or by phone at (907) 729-8922 or (90

Notice

All SCF employees must immediately redirect all media queries to the SCF Public Relations Department (scfr manage the media relations opportunity.

Media Relations Policy

SCF is Connected Photo Gallery See all



Why I got my COVID-19 Vaccine Video



12-8-2020 Vaccine Update.pdf

Bingham, Denise Lynn

Edited December 10, 2020

Vaccine Information

Resources and information about the COVID-19 vaccine.

Documents

FACT SHEET FOR RECIPIENTS AND CAREGIVER COVID-19 Pfizer-BioNTech COVID-19 Vaccine EUA

Fact Sheet for Recipients

Clifton, Tessa Edited December 23, 2020

Vaccine Chats

Weekly chats with leadership from Quality Assurance and MSD.



SCF Staff Appreciation



Being intentional about recognition and celebrating successes

Lessons Learned from a Corporate Perspective

- Customer needs drove the innovation. Customer focus is why we do this and why we exist
- Leadership empowered us to try something different to be innovative and creative
- Rapid Cycle Improvement worked well and quickly
- Transparent communication to customers and workforce is our daily practice and our structure supports it

Resilience

- Can be learned and developed
- Act of rebounding, from the Latin word *Resiliens*
- Critical to overall well-being
- A protective factor against psychiatric disorders (ncbi.nih.gov)

Value of Resilience

- Helps us **develop skills** to strengthen ourselves
- Helps us maintain balance in difficult or stressful times

 $\land \land \land \land \land \land \land \land \land$

 Helps protect us from the development of some Physical and Behavioral Health issues

Types of Resilience

Inherent – natural resilience we are born with. Adapted – resilience learned on the spot in response to a challenging experience.

Learned – developed over time.

Characteristics of Resilient Behavior

- Viewing setbacks as impermanent
- Reframing setbacks as opportunity for growth
- Recognizing thought distortions as false beliefs (thought patterns can be self-limiting or self-aiding)

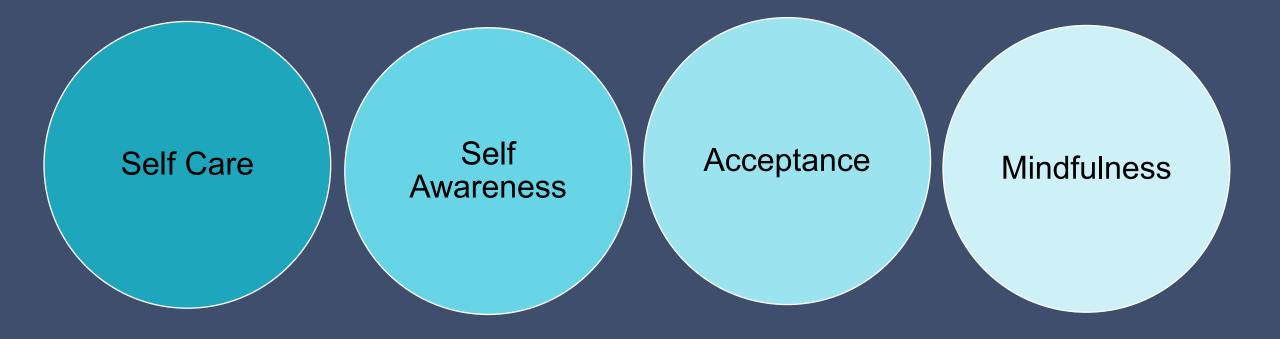
Characteristics of Resilience

- Managing strong emotions and impulses
- Focusing on events within control
- Not seeing self as victim
- Being open and adaptable to change

(Source: Positive Psychology)

Core Elements

Cultivates:

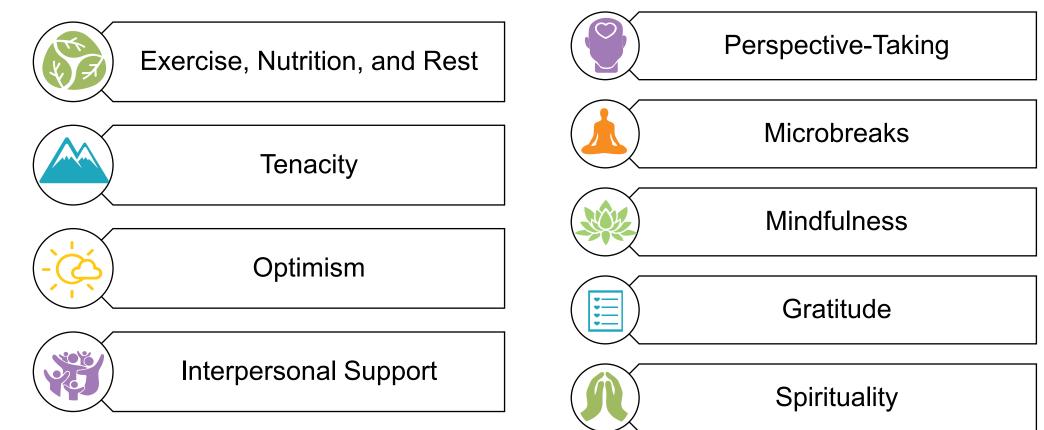


Components of Resilience



Discussion: Supporting Resilience

In your Learning Circle, discuss how your organization supports resilience in the workforce. Identify which components your organization emphasizes, and where there is room for improvement.



Creative Tension

Vision (future state)



Current reality (current state)

Creative Tension

•What you focus on...

Hold in your consciousness / awareness

...tends to happen

Creative Tension

Vision (what you want) TENSION s e e k s RESOLUTION Current reality (what you have)

When creating your vision...

- Result, not process
- Focus on what you want, not just what seems possible.
- Focus on what you want, not ridding yourself of what you don't want.
- Be specific, you would know it if you had it.
- See it in the present.
- Put yourself in the picture.

Exercise

Individual exercise:

- Take a minute to picture an element of your personal vision – something that you want.
- If anything were possible, what would you want?
 - Close your eyes and picture this; put yourself in that picture.
- Be specific; describe it so that others can see it.
- TIME 2 minutes

Exercise

In pairs: One person share the element of your vision. Partner, inquire about the vision so each of you can "see" it. Switch roles.

TIME – 10 minutes

Why Personal Vision

If you understand what your aspirations are, you are more capable of sharing that with others.

Sharing what is important to you and why can create an environment for improved communication and relationships.

Your personal vision is another part of your story.

Optimism

"I'm looking for things to be hopeful for." A mental attitude that can be cultivated Connected to positive thoughts and emotions

"A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty." - Winston Churchill

Questions?

Qaĝaasakung Aleut

Mahsi' Gwich'in Athabascan QuyanaaQuyanaqAlutiiqInupiaq

AwA'ahdah Eyak

Igamsiqanaghalek Siberian Yupik

Háw'aa Haida

Quyana Yup'ik **T'oyaxsm** *Tsimshian* Gunalchéesh Tlingit

Tsin'aen Ahtna Athabascan **Chin'an** Dena'ina Athabascan

Thank you!